LMP

Logistics Modernization Program

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Inventory Management and Purchasing

Presented by Team CSC

Education Phase I

- The Logistics Modernization Program (LMP) will modernize the Army's logistics business processes and practices.
- LMP will provide agile, reliable, and responsive services by leveraging best business practices and technology.
- Enterprise Resource Planning (ERP) integrates basic business processes - from taking orders and processing requisitions, to monitoring inventory levels, to financial accounting, to human resource management.
- Systems Applications and Products - SAP R/3 is the enabling tool that provides a set of business application software modules.
- SAP R/3, other SAP applications such as Business Warehouse (BW), Advanced Planner and Optimizer (APO), and Strategic Enterprise Management (SEM), along with merged industry solutions for the Public Sector and Aerospace and Defense (A&D) make up the LMP solution.

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Education Phase II – Part Of Multiple Levels

PREVIOUS TODAY

Level 1 [Phase I] Education - "Why" LMP
[Phase II] Education - "What" are the LMP components

Level 2 Teaches basic SAP navigation - "How" to move within the system

Level 3 Provides additional training on SAP concepts and terms - "How" functionality and modules relate within the system

Level 4 More detailed training regarding SAP sub-modules, process details, work flows, case studies by activity groups, day in the life exercises - "How" to do transactions within the system

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Education Phase II Courses

1. Forecasting and Planning
2. Remanufacturing (Repair/Overhaul/Assembly-Disassembly)
3. Manufacturing
4. **Inventory Management and Purchasing**
5. Budget and Finance

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Course Outline

- Inventory Fundamentals
- Inventory Control
- Inventory Accuracy
- Determining Inventory Requirements
- Sample SAP Inventory Screens
- Purchasing

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Course Objectives

- ✓ Provide a knowledge of the fundamentals of inventory management and purchasing.
- ✓ Prepare for the transition from awareness to preparation, concepts and terms, and detailed training.
- ✓ Provide a basis for future SAP training.
- ✓ Begin to provide a level of comfort with the LMP solution.

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Current Operating Environment

Headquarters Application System (HAS)

COMMODITY COMMAND STANDARD SYSTEM (CCSS)

STANDARD DEPOT SYSTEM (SDS)

SOFTWARE SUSTAINMENT

USERS

DATA PROCESSING

SOFTWARE SUSTAINMENT

USERS

DATA PROCESSING

CSC-ST. LOUIS and LOGISTICS SYSTEM SUPPORT OFFICE (LSSO)

INTEGRATED MATERIEL MANAGEMENT CENTERS

DISA DEFENSE ENTERPRISE COMPUTING CENTER (ST. LOUIS)

CSC-CHAMBERSBURG and INDUSTRIAL LOGISTICS SUPPORT OFFICE (ILSO)

ARMY DEPOTS
ARMY ARSENALS
ARMY WAR RESERVES
AMC INSTALLATIONS

DISA DEFENSE ENTERPRISE COMPUTING CENTER (ST. LOUIS)

FUNCTIONS PERFORMED
- INVENTORY CONTROL
- REPAIR/BUY DECISIONS
- PLANNING/BUDGETING

FUNCTIONS PERFORMED
- PROPERTY/ACCOUNTABILITY
- DEPOT MAINTENANCE
- AMMUNITION MGT
- FACILITIES MGT
- FINANCIAL MGT

Shortfalls

Technology

- **Batch processing**
- **Large mainframes**
- **Non-relational data structure**
- **Card images**
- **25-year old technology**
- **30-year old processes**

User

- **Obsolete screens**
- **Multiple logons**
- **Information not readily available**
- **Information not real time**
- **Data redundancy w/o standards**
- **Poor edits**
- **Paper printouts of critical reports**

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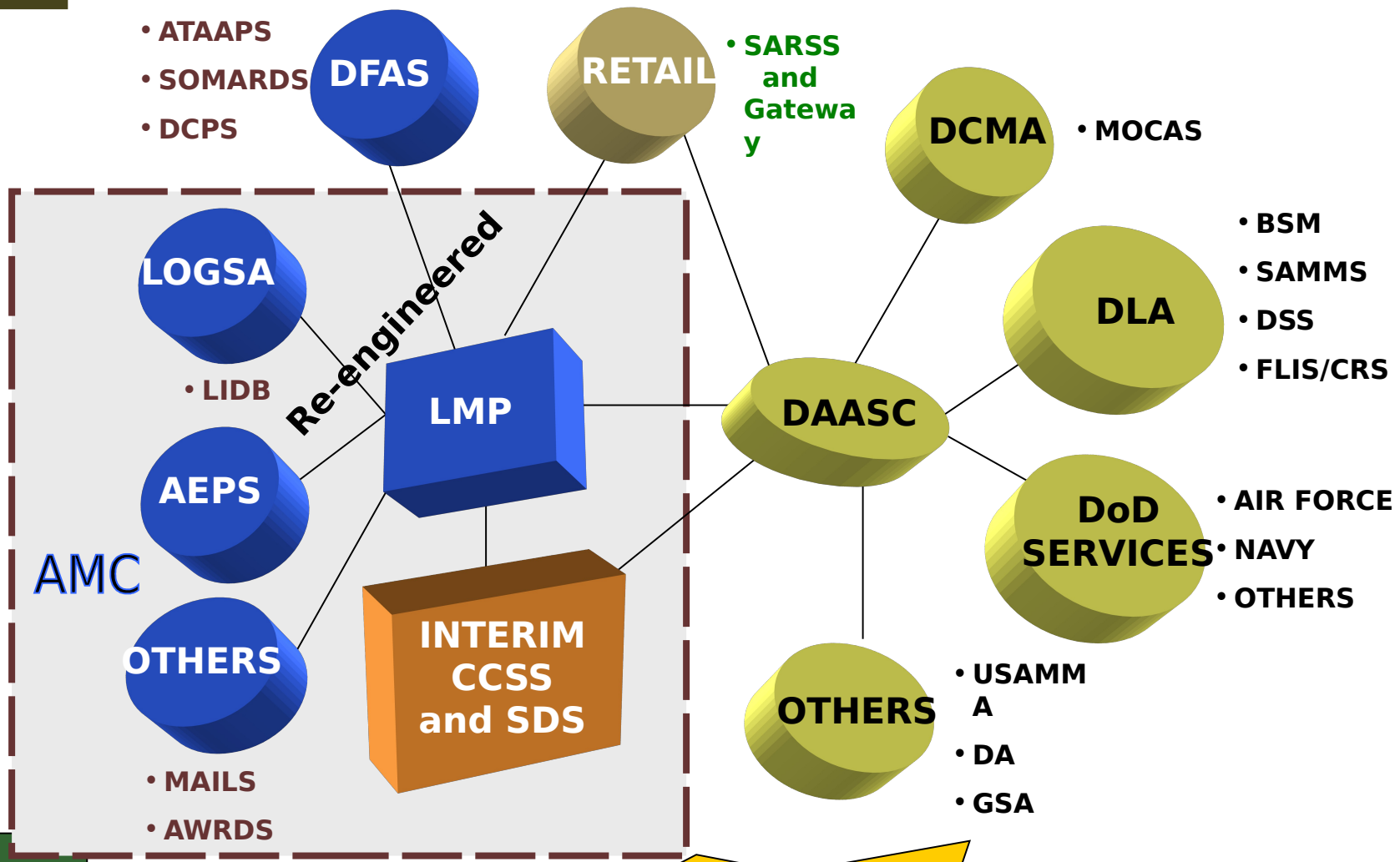
High-Level Interface Architecture



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83+ systems interfacing with LMP

SAP Products

Sales and Distribution (SD)

- Sales order processing
- Pricing
- Shipping
- Billing
- Credit
- Sales Support

Materials Management (MM)

- *Purchasing*
- Purchase Requisitions
- Purchase Orders
- *Inventory management*
- Issues and Receipts
- Movements
- Cycle Counting
- *Warehouse management*
- Storage location
- Physical inventory

Production Planning (PP)

- Bill of Materials (BOM)
- CAD interface
- Work centers and routings
- Sales & operations planning
- Master production scheduling
- Materials requirements planning (MRP)
- Configuration management
- Shop floor control
- Capacity planning

Financial (FI)

- General ledger (G/L)
- Extended G/L
- Accounts payable
- Accounts receivable
- Consolidations
- Report generator
- Cash management and forecasting
- Financial resource management
- Inter-company transactions
- Business area accounting
- Interest calculation

Other Modules

- Asset Management (AM)
- Project System (PS)
- Human Resources (HR)
- Plant Maintenance (PM)
- Industry Solutions (IS)
- Quality Management (QM)
- Workflow (WF)

Other Applications

- Advanced Planner and Optimizer (AP
- Business Warehouse (BW)
- Strategic Enterprise Management (S

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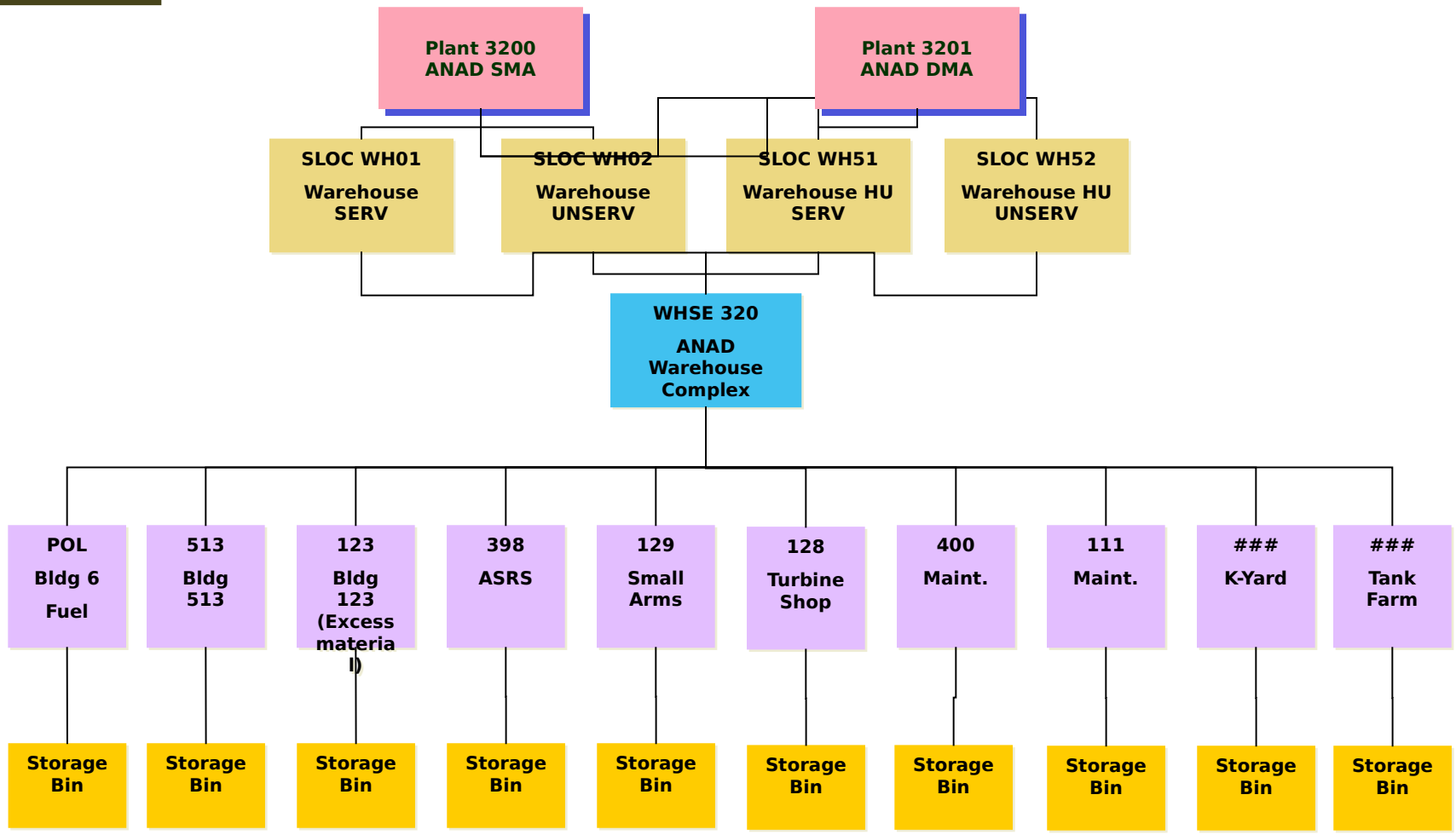
Total Warehouse Management AMC Facilit



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Data

Inventory Fundamentals

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What Is Inventory?

Stocks or items used to support manufacturing/ remanufacturing:

- Raw material
- Work in process
- Repair kits
- Project stock
- Operating supplies
- Material on transport orders from DLA (Army owned)
- Material due in from Purchase Orders (POs)
- Finished goods (components)

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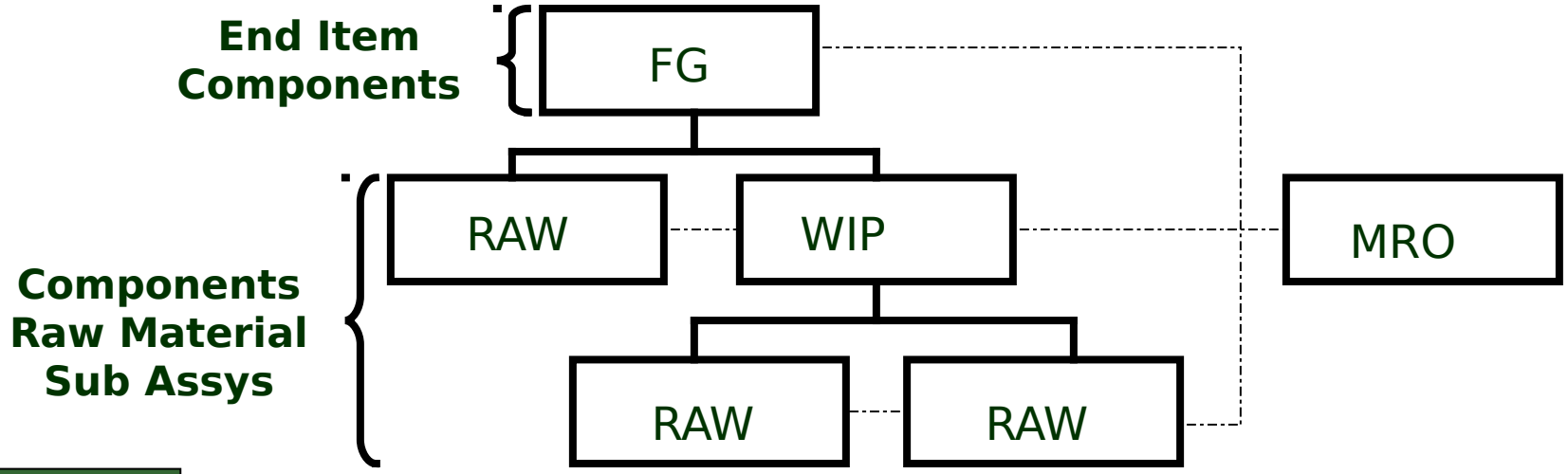
Types of Inventory

- Raw Materials (RAW)
- Work in Process (WIP)
- Finished Goods (FG)
- Maintenance, Repair, and Operating Supplies (MRO)



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Order Review Methodologies

- Economic Order Quantity (EOQ)
- Lot for Lot
- Material Requirements Planning (MRP)
- Reorder Point
- Time-Phased Order Point
- Periodic Review
- Visual Review
- Kanban (used with lean manufacturing concept)

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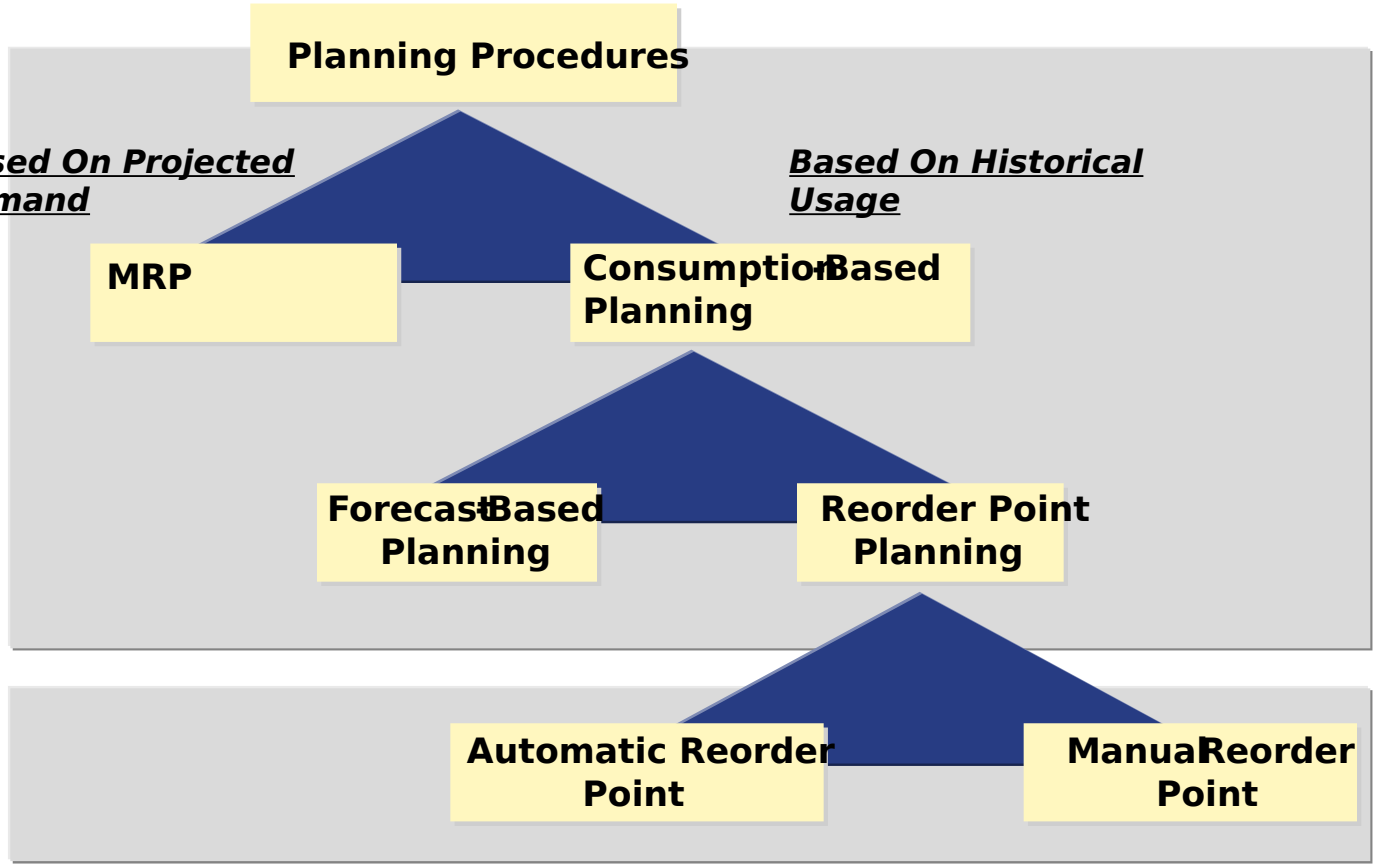
Inventory Planning Methods



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Classifications of Inventory

- Operating (Active/Inactive)
- Excess
- Surplus
- Obsolete
  - Eventually moved to excess
- Consignment
- Vendor Managed

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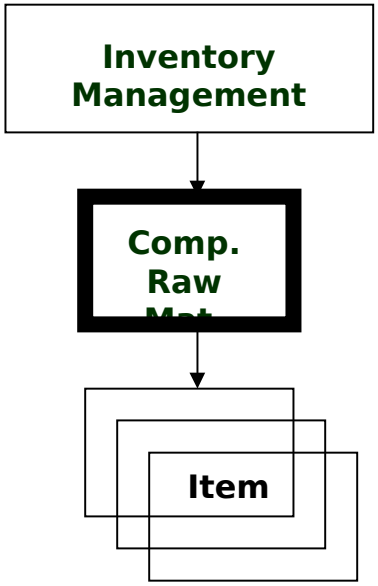
Inventory Management

- Managing raw material, work in process, and finished goods inventory as groups
- Project oriented
- Involves:
  - Flow and kind of inventory needed
  - Supply and demand patterns
  - Objectives of inventory management



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Item Inventory Management

Management must establish decision rules about individual inventory items:

- Importance of inventory items
- How they are to be controlled
- How much to order at one time
- When to place an order
- Business rules

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Inventory Control

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Stockkeeping Principles

- Security
- Transaction recording
- Authorization control
- Automation when cost effective
- Perishable stock
- Lot traceability or lot-controlled stock
- Serial numbered items

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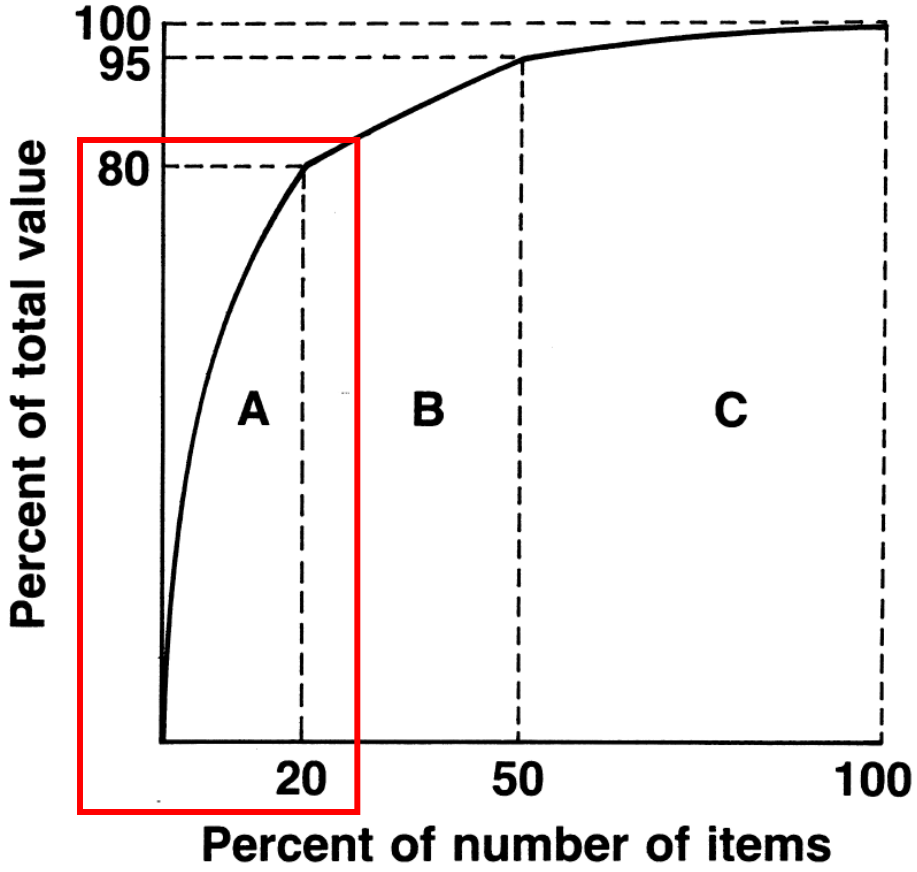
Uses of ABC Analysis to Classify and Analyze Inventory



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ABC Analysis vs. Dollar Value Analysi

Industry ABC Analysis (Relative Number)	AMC Dollar Value Analysis (Absolute Number)
A Items = Top 20% of Items Ranked by Value	Very High Dollar Value = over $1M
B Items = Mid 21–50% of Items Ranked by Value	High Dollar Value = $100K to $1M
C Items = Lower 50% of Items Ranked by Value	Medium Dollar Value = $25K to $100K
	Low Dollar Value = up to $25K (90% of secondary items)

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AMC – Inventory Analysis Matrix

Frequency/Volume ←

Unit Cost	Runners	Repeater	Strangers
A	Fast moving, high value. Tight control - Minimize stock	→	Low volumes at high value. Specific control
B			↓
C	Fast moving, but low value. Loose control - Can afford to hold large quantities.	→	Low volume and low value. Hold small amounts of ‘strategic’ stock.

Although some industries have different break points for cost or usage, the important issue is how the inventory is controlled, not the usage or cost definitions.

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Uses of ABC Methodology

- Cycle-Counting
- Customer Service
- Engineering Priorities
- Replenishment Systems

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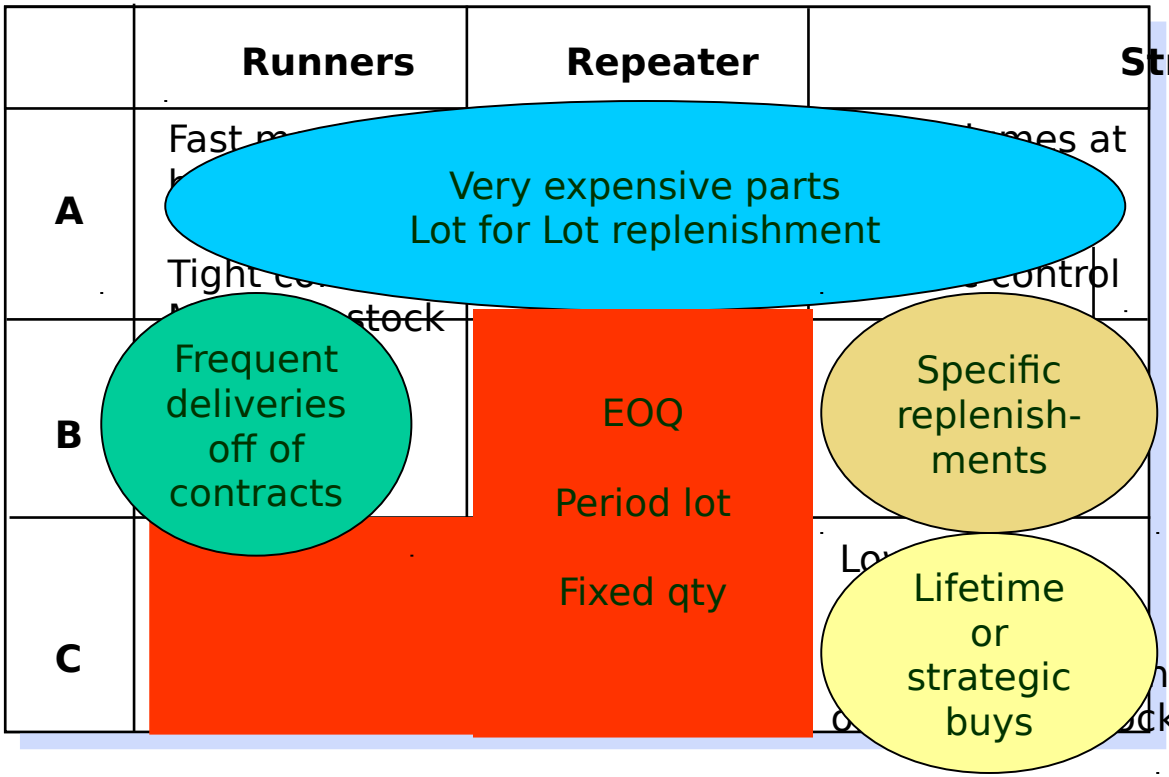
Order Quantity Determination

- As a result of new planning processes, leaner delivery techniques will evolve.
- Contracts are typically developed with time-phased delivery schedules based on the output from MRP (IDIQ contracts).
- Economic Order Quantity (EOQ) is typically applied to procurement orders for low dollar item parts.
- Supplier constraints override EOQ results, especially in higher dollar situations.



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Inventory Accuracy

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Definition of Inventory Accuracy

- For Accounting
  - Dollars
- For Planning
  - Acceptable Percentage Range
- For Production
  - Absolute Count Accuracy

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Purpose of Inventory Accuracy

- In an integrated system, records reflect the balance of inventory on hand.
- It is easy for physical balances and record balances to differ.
- Planning and replenishment systems rely on record data, it is essential that record balances be accurate.

The Cost of Inaccurate Records

- Lost business
- Excess production
- Low productivity
- Excessive expediting
- High inventory levels
- Shortages/Denials
- Missed schedules
- Late delivery
- Excess freight costs
- High levels of obsolescence

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Sources of Problems

- Poor design of forms
- Carelessness
- Inaccurate supplier receipts
- Inadequate storage space
- Untimely completion of paperwork
  - Put away – Goods Receipt
  - Pick – Goods Issue
- Untrained personnel
- Poor document control
- Items not properly identified
- Open (unsecured) storage areas

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Cycle Counting vs. Periodic Inventory

Cycle counting	Periodic inventory
Efficient use of a few experienced people continuously throughout the year	Inefficient use of many inexperienced people in a short, hectic period once a year
Results	
Timely detection and correction of causes of errors	No correction of causes of errors
Fewer mistakes in item identification	Many mistakes in item identification
Minimal loss of production time	Plant and warehouse slowdown for inventory
Systematic improvement of record accuracy	One-time improvement of record accuracy

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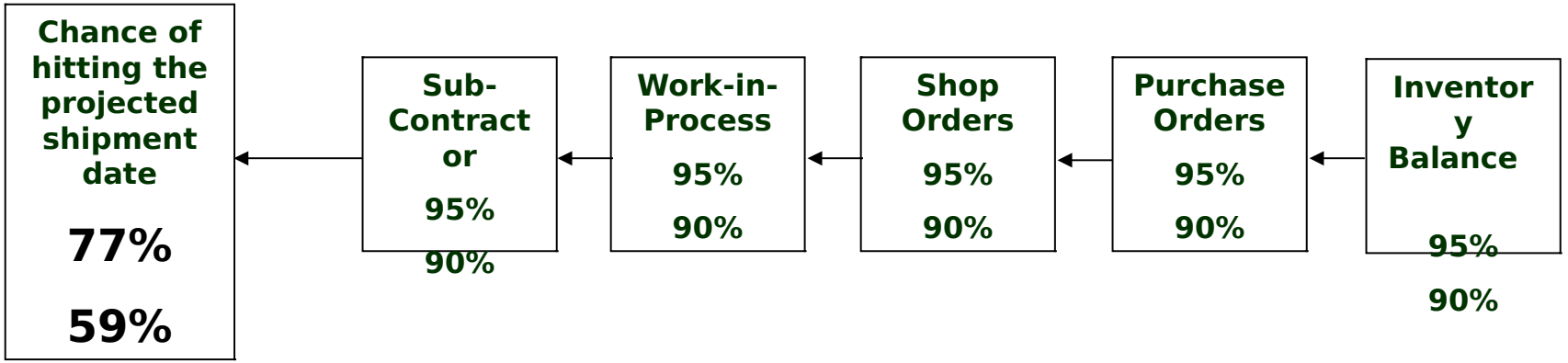
Why is Accuracy Important?

WHAT HAPPENS IF EVERYTHING IS 90% or 95% ACCURATE?



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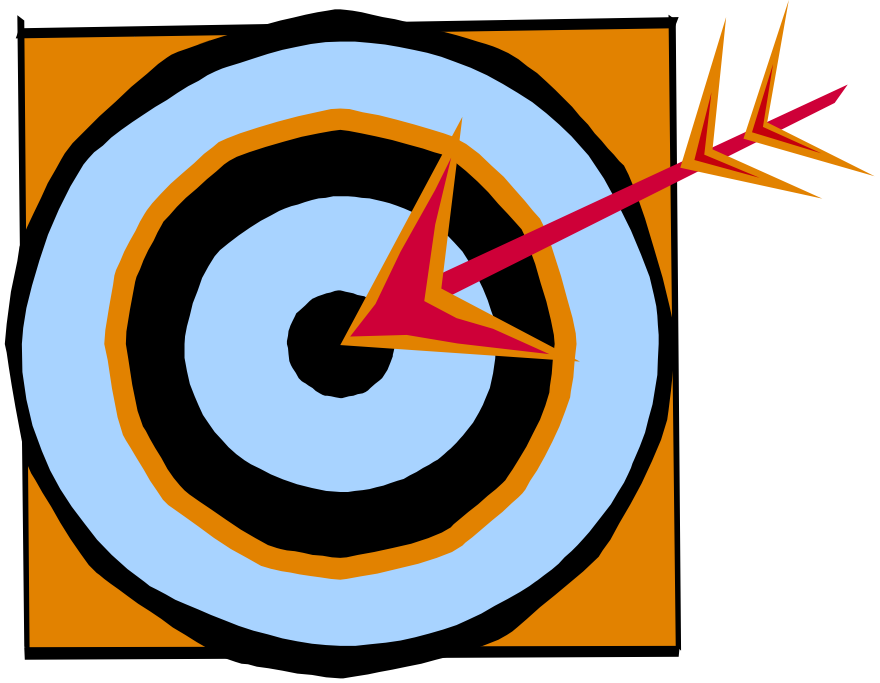
Accuracy Targets

The objective of any counting system is 100% accuracy.



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Determining Inventory Requirements

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Determining Inventory Requirements

- Project historical trends into the future based on past usage
  - Uses mathematical models and planners knowledge
- Determine end item future requirements based on a forecast
  - Add additional projected dependent requirements
    - Projects
    - Promotions
    - FMS

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Elements of Inventory Strategy

- Service Level
- Demand Variability
- Seasonality
- Lead Time Fluctuation
- AMC Policy

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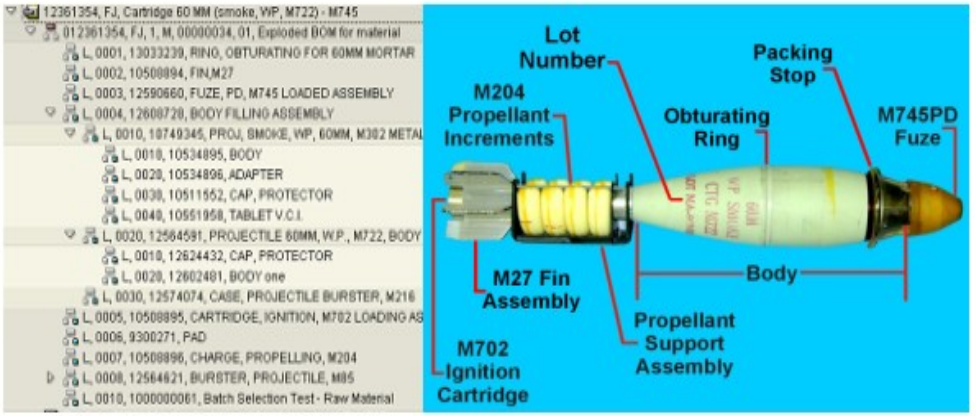
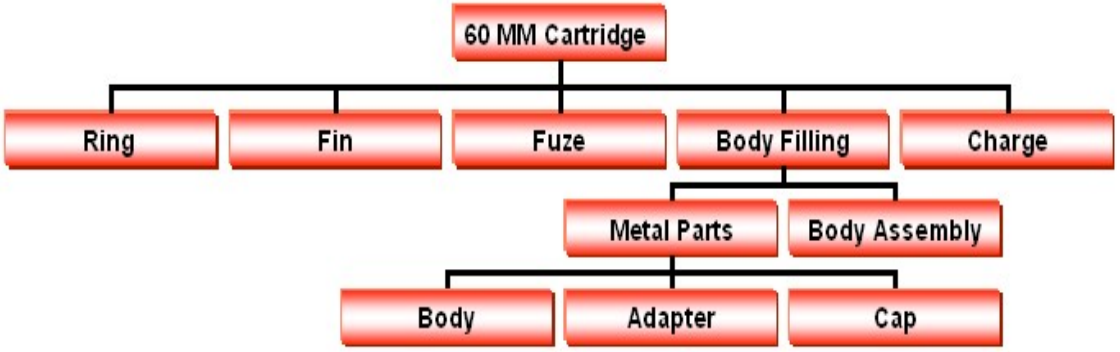
Material Bill of Materials (BOM)


12361354, FJ, Cartridge 60 MM (smoke, WP, M722) - M745
012361354, FJ, 1, M, 00000034, 01, Exploded BOM for material
L, 0001, 13033239, RING, OBTURATING FOR 60MM MORTAR
L, 0002, 10508894, FIN,M27
L, 0003, 12590660, FUZE, PD, M745 LOADED ASSEMBLY
L, 0004, 12609720, BODY FILLING ASSEMBLY
L, 0010, 10749345, PROJ, SMOKE, WP, 60MM, M302 METAL
L, 0010, 10534895, BODY
L, 0020, 10534896, ADAPTER
L, 0030, 10511552, CAP, PROTECTOR
L, 0040, 10551958, TABLET V.C.I.
L, 0020, 12564591, PROJECTILE 60MM, W.P., M722, BODY
L, 0010, 12624432, CAP, PROTECTOR
L, 0020, 12602481, BODY one
L, 0030, 12574074, CASE, PROJECTILE BURSTER, M216
L, 0005, 10508895, CARTRIDGE, IGNITION, M702 LOADING AS
L, 0006, 9300271, PAD
L, 0007, 10508896, CHARGE, PROPELLING, M204
L, 0008, 12564621, BURSTER, PROJECTILE, M85
L, 0010, 1000000061, Batch Selection Test - Raw Material
Lot Number
Packing Stop
M204 Propellant Increments
Obturating Ring
M745PD Fuze
M27 Fin Assembly
Body
Propellant Support Assembly
M702 Ignition Cartridge



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Material Requirements Planning (MRP)

MRP is the formalization of the informal system (i.e., a computer projected shortage report).

013043391

Fuse Cartridge

		JUN	JUL	AUG	SEP	OCT	NOV
001776835 190 A Van		30	30	30	30	30	30
Due in from vendor				10			
On hand in stores	80						
Stock Status		50	20	0	-30	-60	-90

"*What do we need to get ... and when*"

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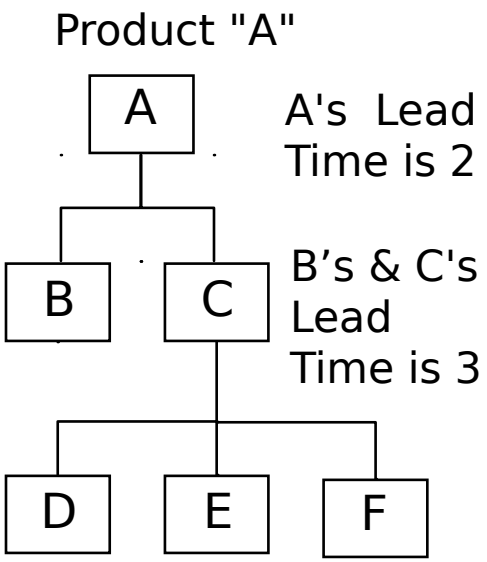
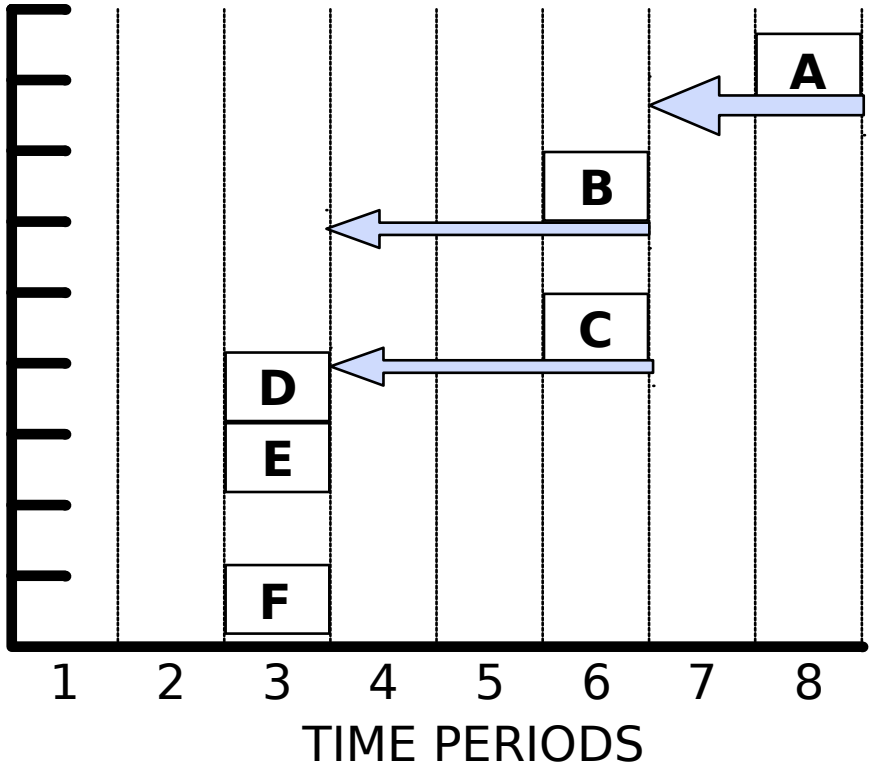
Material Requirements Planning (MRP) (Cont'd)

Time Phasing:

Always looking to the future, MRP time-phases requirements and back schedules by the lead time to determine need dates.





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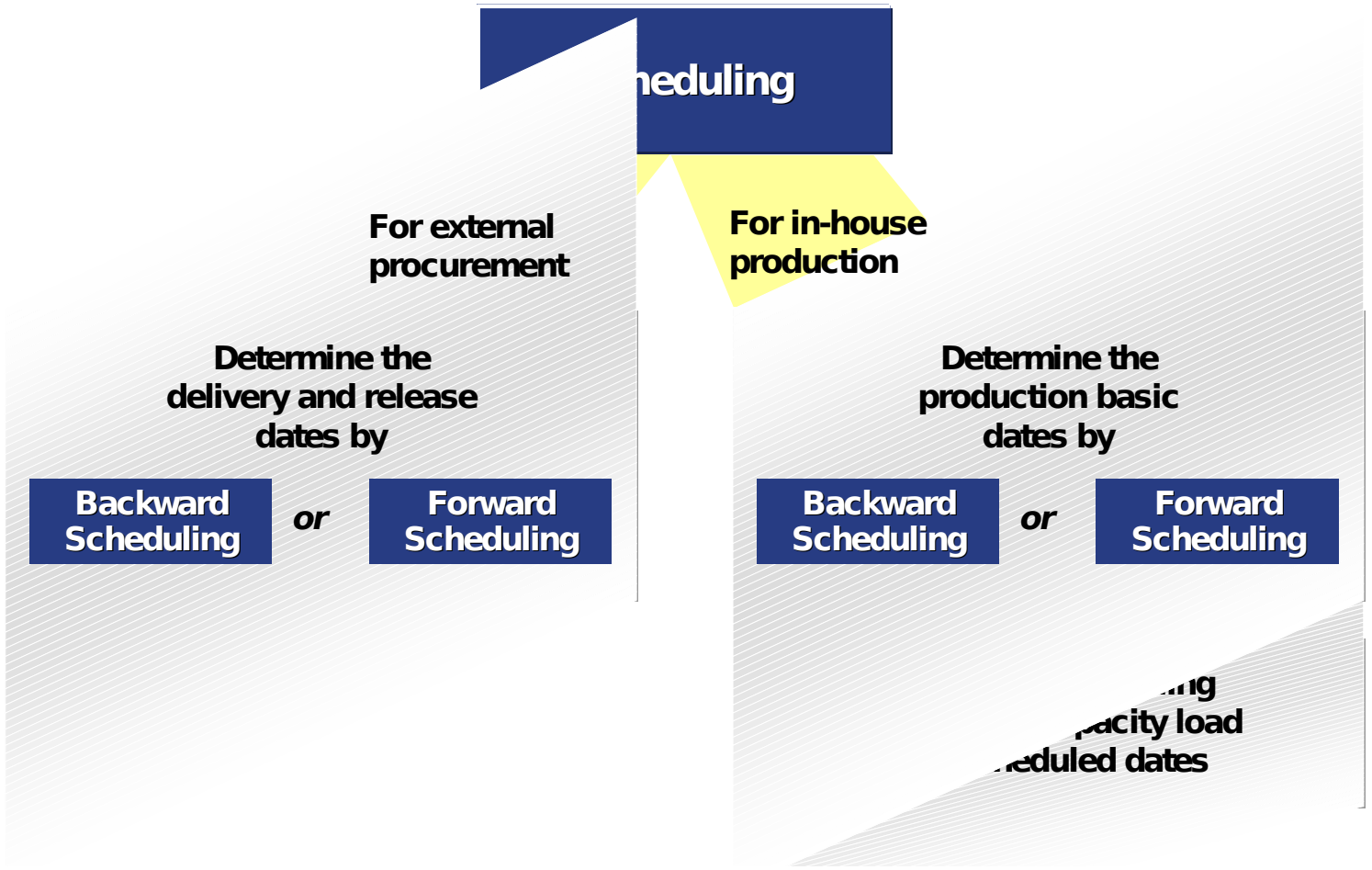
Scheduling



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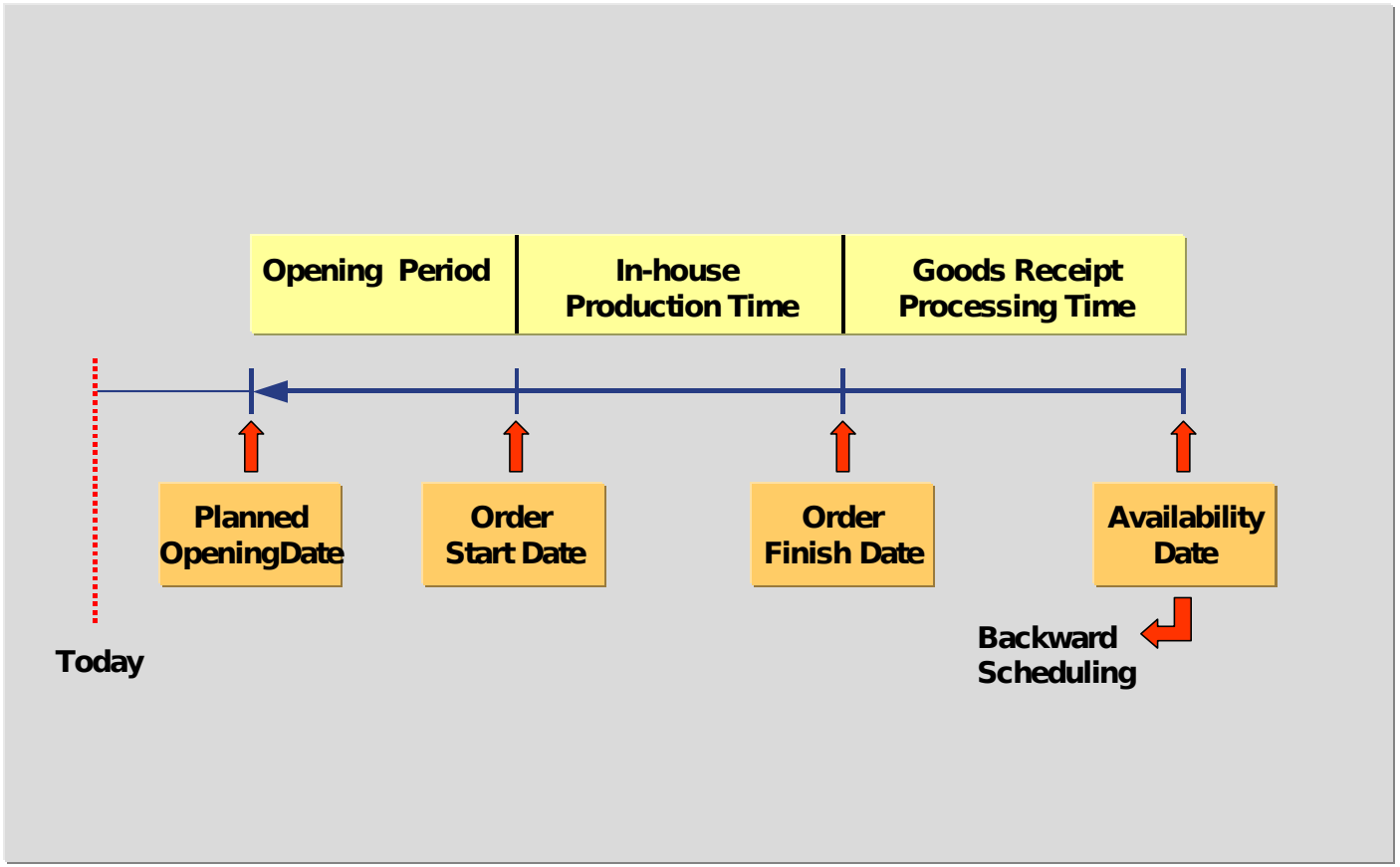
Backward Scheduling



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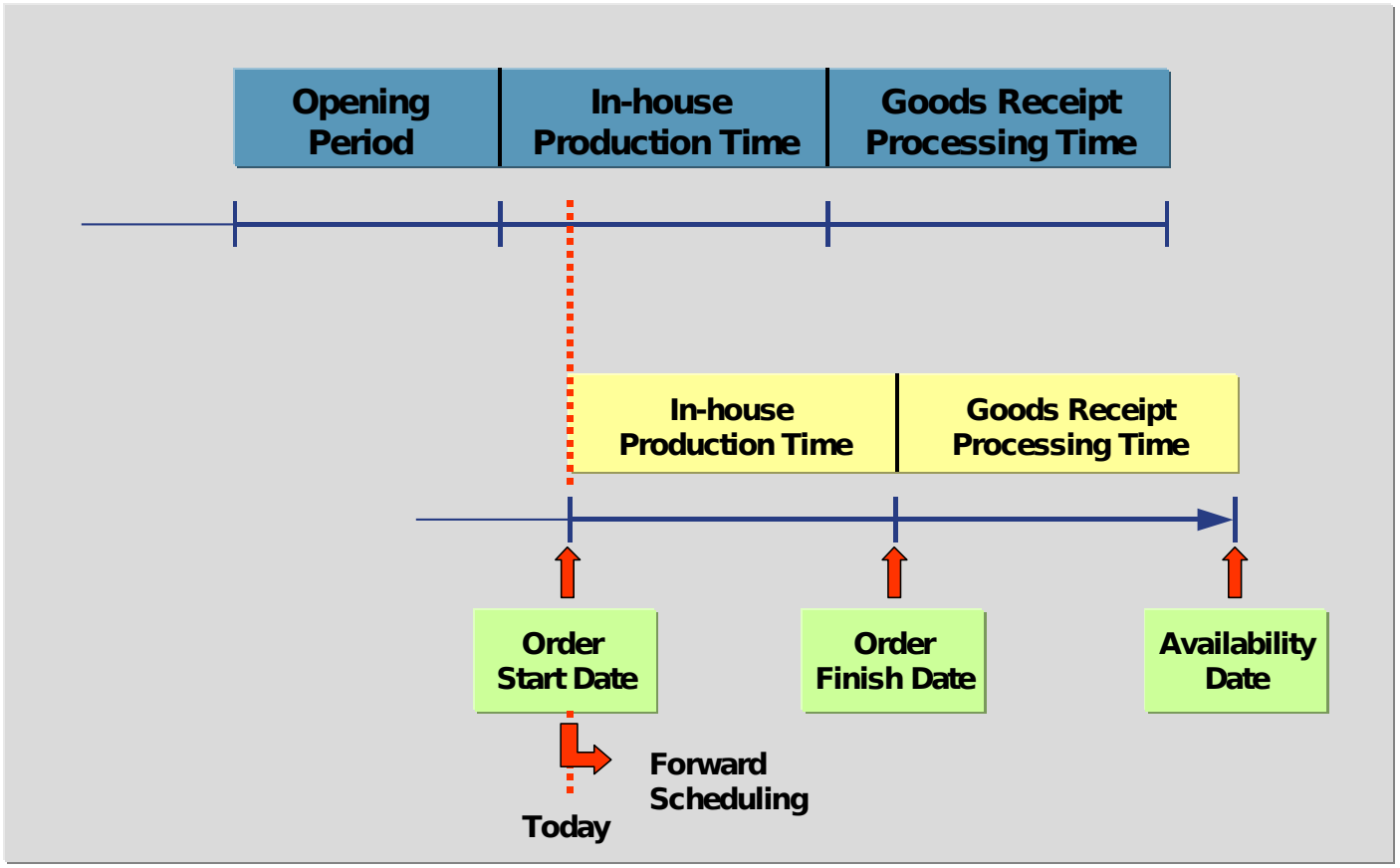
Forward Scheduling



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Summarized BOM

Material BOM Edit Goto Extras Settings Environment System Help

SAP

Structure - multi level

Material 001776835
Plant/Usage/Alt. 1201 / M / 01
Description Electronic Shop SEM - 190A VAN
Base qty (EA) 1.000

(190A VAN)

Level no.	Item	Ob...	Obj	OTx	Ovfl	Quantity	Un	Ict	Ex.
.1	0001		001776835	Electronic Shop SEM - ...		1	EA	L	NREK
.1	0002		001776835	Electronic Shop SEM - ...		1	EA	L	NREK
.1	0003		SMC887984:00779	FOOT,LADDER				L	
.1	0004		009300030	BATTERY, NONRECH...					
..2	0010		test copy						
.1	0005		002932339	AX,SINGLE BIT					
.1	0006		013043391	FUSE,CARTRIDGE					
.1	0007		SM-C-593590:00779	BRUSH,DUSTING BE...					
.1	0008		002704512	EXTINGUISHER,FIRE					
..2	0001		002245260	ROD,GROUND					
.1	0009		SC-D-539483:00779	FIRST AID KIT					
.1	0010		SM-B-593	GROUND MODIFI...					
.1	0011		0090	HAMM					
.1	0012								
..2	0001		HB51	SS1:00... BROC					
..2	0002		01120	CABL P...					
...3	0001		01063	CABL C...		1.000	FT	L	
...3	0002		RPE03	CAP,F		1	EA	L	
...3	0003		RDE04	CAP,F		1	EA	L	
...3	0004		01093	CONN ,E...		1	EA	L	
...3	0005		00131	CONN ,E...		1	EA	L	
..2	0003		01116	CABL P...		1	EA	L	
...3	0001		01090	CABL C...		1.000	FT	L	
...3	0002		010911908	COVER,ELECTRICAL ...		1	EA	L	
...3	0003		010937182	CONNECTOR,PLUG,E...		1	EA	L	

Level in BOM

Material Number

Material Description

Quantity\Unit of Measure

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Sample Inventory Screens in LMP

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Stock Overview Screen

List Edit Goto Extras Environment System Help

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Stock Overview: Company Code/Plant/Storage Location/Batch

Material 001776835 Electronic Shop SEM - 190A VAN
Material type NSN National Stock Number
Unit of measure EA Base unit of measure EA

Cl/CC/Plant/SLoc/Batch D	Unrestricted use	Qual. inspection	Reserved
Total	15.000	0.000	5,598.000
1000 Army Material Comm	15.000	0.000	5,598.000
1201 Tobyhanna Depot	15.000	0.000	5,598.000
WH01 WHSE SERV	5.000	0.000	5,573.000
AA-0000000	4.000	0.000	68.000
Project stock	12.000	0.000	
AA-0000010	0.000	0.000	0.000
Project stock: 1602MB06991GIP	1.000	0.000	
MA-0000001	1.000	0.000	0.000
WH02 WHSE UNSERV	10.000	0.000	25.000
FA-0000001	10.000	0.000	0.000
MA-0000001	0.000	0.000	15.000
Project stock: 1602MB06661GIP	13.000	0.000	
MA-0000010	0.000	0.000	2.000
Project stock: 1602MB06661GIP	5.000	0.000	
WH52 WHSE HU UNSERV	0.000	0.000	0.000

Batch ID

Project ID

Stock Reserved For Projects

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Data

Total Warehouse Inventory by Bin

List Edit Goto Settings System Help

SAP

Stock Overview

Other material | Bin stock | Units of measure | Special stock... | MM stock figures

Whse number 120 TYAD Warehouse
Material 001776835 Electronic Shop SEM - 190A VAN
Total quantity: 46 EA

Plnt	SLoc	S	C	Batch	Available stock	Stock for putaway	Pick quantity
		Tpe		Storage type name			
				901 GR area for production			
1201	WH01			AA-0000000	5	0	0
1201	WH01	Q		AA-0000000	11	0	0
1201	WH01	Q		AA-0000010	1	0	0
* Total				901			
					17	0	0
				914 GI area production orders			
1201	WH02	Q		MA-0000001	6-	0	0
* Total				914			
					6-	0	0
				916 Shipping area deliveries			
1201	WH01	Q		AA-0000000	0	0	0
1201	WH02			FA-0000001	1	0	0
* Total				916			
					1	0	0
				922 Posting change area			
1201	WH01			AA-0000000	1-	0	0
1201	WH01			MA-0000001	1	0	0
1201	WH02			FA-0000001	2-	0	0
1201	WH02	Q		MA-0000001	2	0	0
* Total				922			
					0	0	0
				998 Init. entry of inv. data			
1201	WH01	Q		AA-0000000	0	0	0

Total in Bin 901

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Stock at the Bin Level

List Edit Goto Settings Environment System Help

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Stock per Material

Choose Save ABC Units of measure

Whse number 120 TYAD Warehouse
Material 001776835 Electronic Shop SEM - 190A
Plnt 1201

Tpe	Stor.bin	SC	SS	PB	RB	Total stock	Available stock	BUn	GR date
SLoc	Batch	Re	IA	CP	CR	Stock for putaway	Pick quantity	Cert.no.	
901	0004000161					5	5	EA	19.07.2002
WH01	AA-0000000					0	0		

Bin Number

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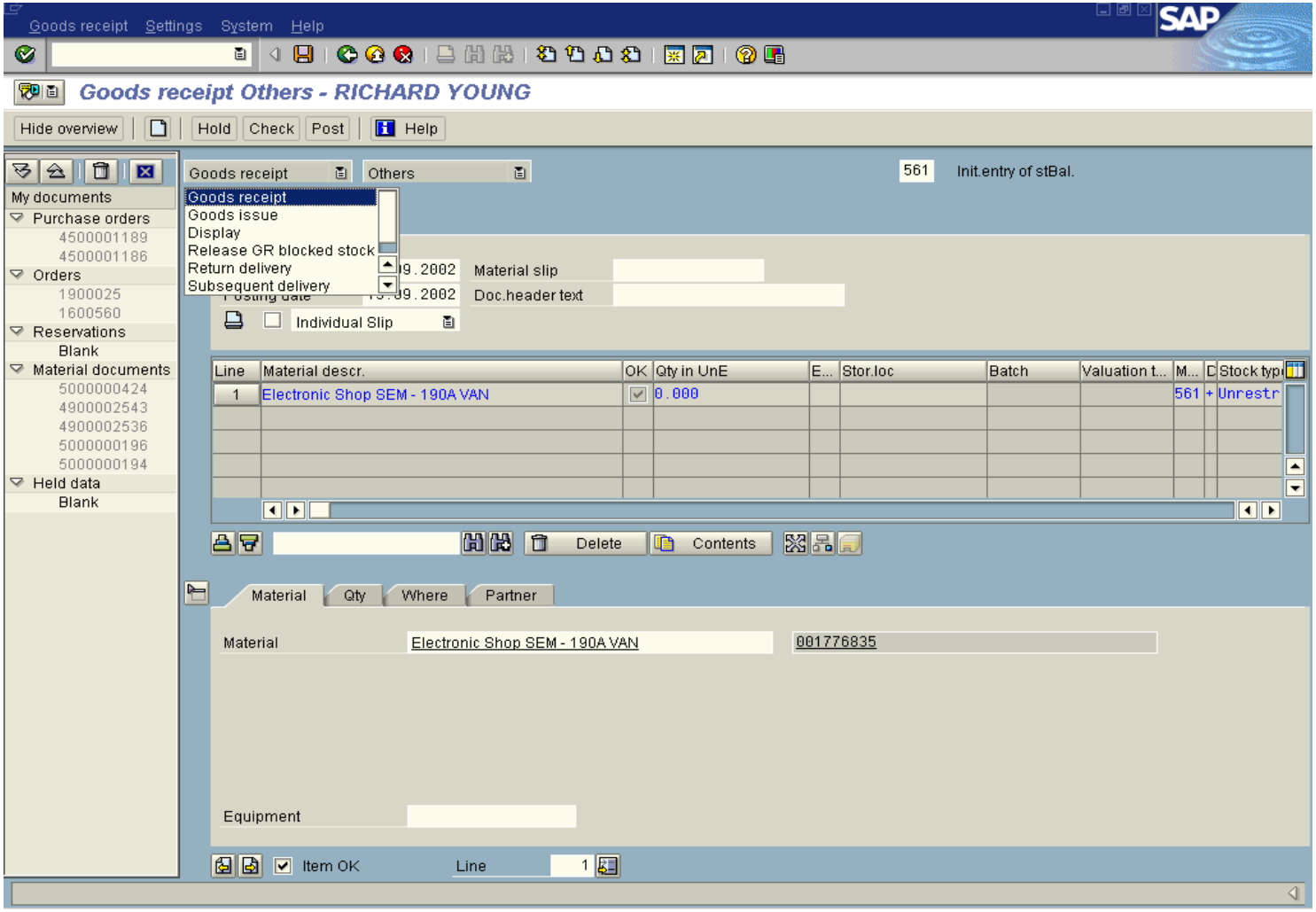
Goods Receipt/Issue Screen

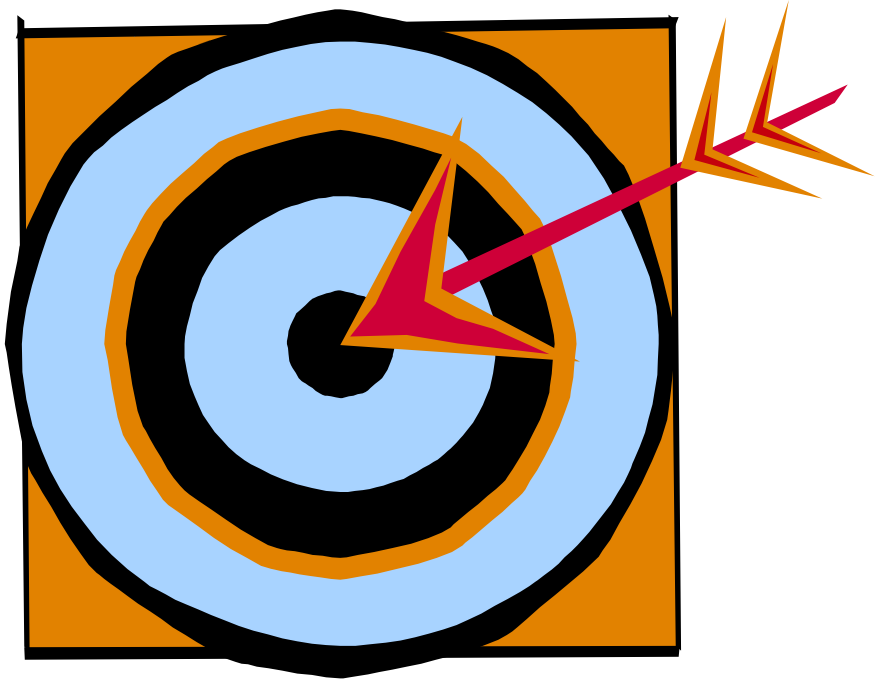


LMP

CSC Proprietary Data

Accuracy Targets

The objective of any counting system is 100% accuracy.



LMP

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Purchasing

LMP

AMC Process Flow

Suppliers

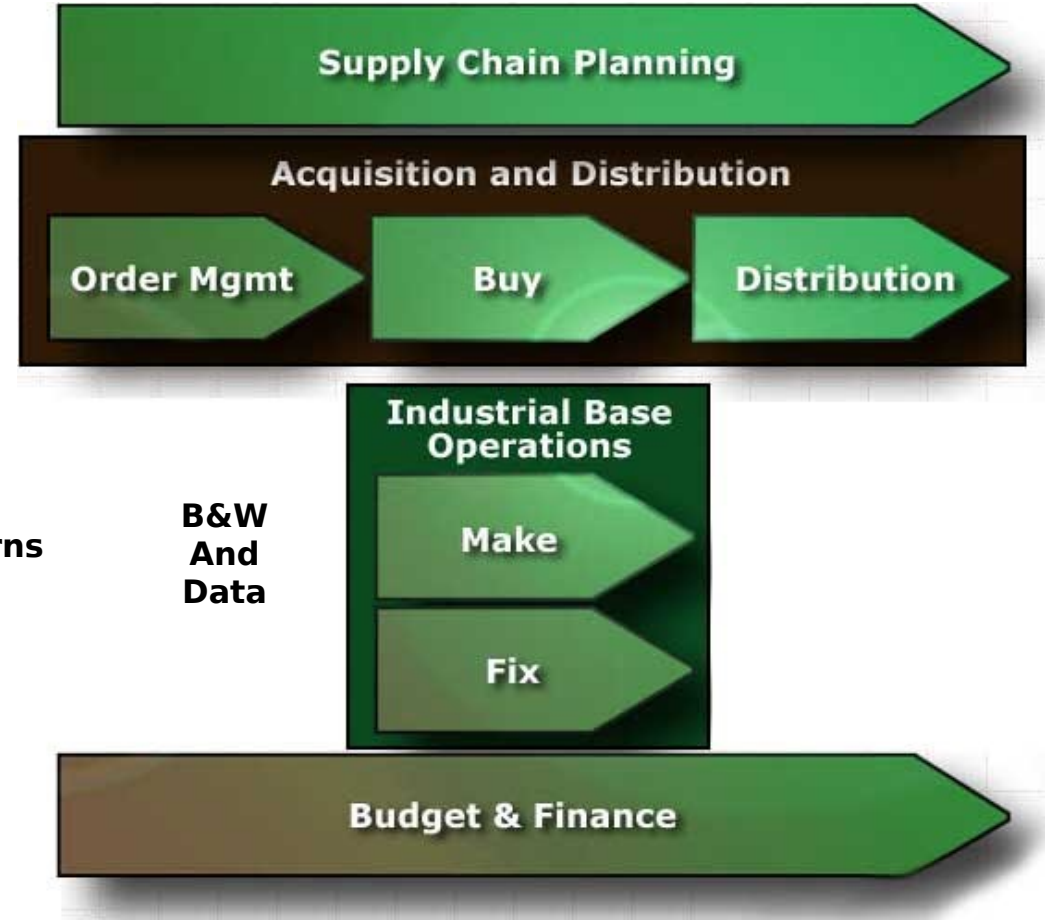
Commercial Contractors

Army Industrial Base
- **Depots**
- **Arsenals**

Other DOD
- **DLA**

Customer Returns

Below Depot Maintenance & Supply Support



B&W And Data

Customers

Army

Army Reserves National Guard

Other DOD
- **AF**
- **Navy**
- **Marines**
- **DLA**

Other Government
- **Federal**
- **State**
- **Local**

Foreign Armed Services

Private Industry

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AMC Process Flow (Cont'd)

Supply Chain Planning

- Demand Plan for Major & Ammo Items
- Demand Plan for Secondary Items
- Develop Supply Plan
- Develop Deployment Plan

Acquisition and Distribution

Order Mgmt → Buy → Distribution

- Internal Technical Service Orders
- External Orders (non-AMC)
- Major & Secondary Item Mfg Orders
- Munitions Mfg Orders
- Army Major & Secondary Item Overhaul Orders
- Non-Army Major & Secondary Overhaul Orders – exception only
- Munitions Overhaul Orders

Industrial Base Operations

Make

Fix

- Foreign Military
- Overhaul Orders
- Major & Secondary Items
- Munitions
- Technical Services

- One common distribution process

Budget & Finance

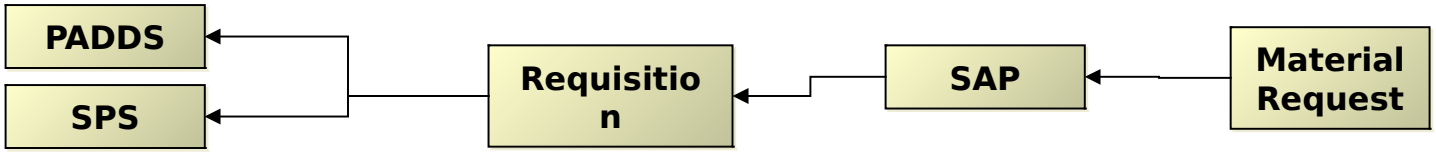
- Budget Formulation
- POM Formulation
- Budget Stratification
- Budget Execution

LMP

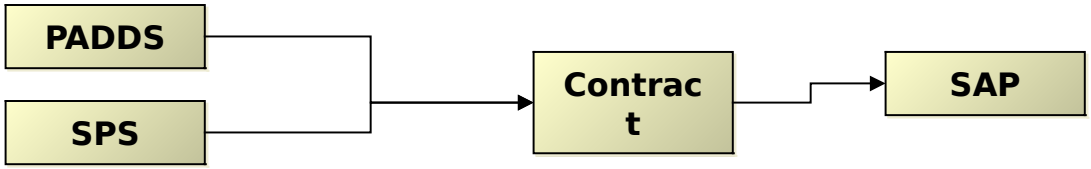
Data

How Will the Link Work?

REQUISITION



PURCHASE ORDER



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How Will Purchase Orders (POs) Work in LMP?

- Contract data resides in external systems PADDS and SPS
- Award information is sent to SAP via interface
- SAP builds POs based on award information
- SAP provides the option to manually create or change a PO
- External numbers and SAP numbers are correlated via the indexing of purchase requisition (PR)/PO tables.
- POs from PADDS and SPS are differentiated by the PO type

LMP

Creating a Purchase Requisition

Input Data

Material Master
Financial Data
MPN

Production Order

Sales Order

Project Systems

MRP

SAP Purchase Requisitions

Reorder Point MRP

Plant Maintenance

Created via:

MRP
Manually by user

LMP

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How Will Stock Requests Be Generated?

- MRP process will be run periodically. The MRP process will look at materials that have had some change that impacts availability.
- Stock that is reserved for specific Shop, Project or Maintenance Orders are set aside and are not a part of the evaluation.
- MRP uses the following data as input
  - On-hand stock
  - Incoming supplies by date
  - Stocking requirements from the stock level control master data
  - Forecasted demand

LMP

How Will Stock Requests Be Generated? (Cont'd)

- MRP compares incoming to outgoing quantities and generates "planned orders" as recommended purchases to the Item Managers.
- The Item Manager then has option of changing "planned orders" into PRs that meet the budget constraints of the fund-based system.
- Item Managers can create ad hoc requests by creating PRs in the SAP system. This replaces the current COPS process.

LMP

How Will Manufacturing and Sub-Contracting Materials Be Managed?

- Item Managers will create projects which will generate requirements for finished goods, such as refurbished, modified or upgraded trucks, tanks, or communications equipment.

- The orders will have BOMs that list the required parts. Orders also define the quantities, work centers, and dates when the parts are required.

How Will Manufacturing and Sub-Contracting Materials Be Managed? (Cont'd)

- MRP uses this information to obtain and reserve parts for production. This could be on-hand parts or "planned orders" for parts that need to be obtained.
- The "planned orders" will be reviewed and PRs will be created when parts need to be externally sourced.
- The user will be able to direct the contracting process through PADDS or SPS.

LMP

Forms 1095 and 2110

1095 – Procurement Work Directive

Authorizing document for procurement action as prescribed by AMC-R 11-2, specifically for Procurement Automated Data and Document System (PADDS) interface

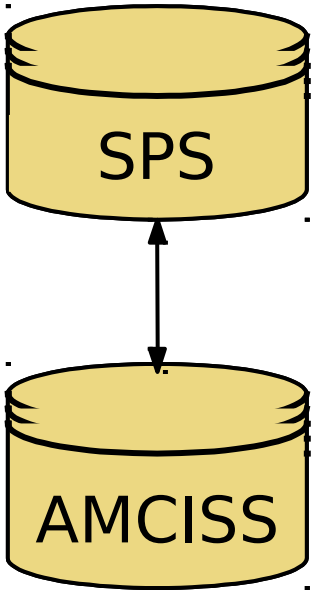
2110 – Purchase Request and Commitment

Authorizing document for procurement action for Standard Procurement System (SPS)

These forms will be used in SAP.

SPS Current Environment

Currently…..AMCISS purchase requisitions are sent via interface to SPS

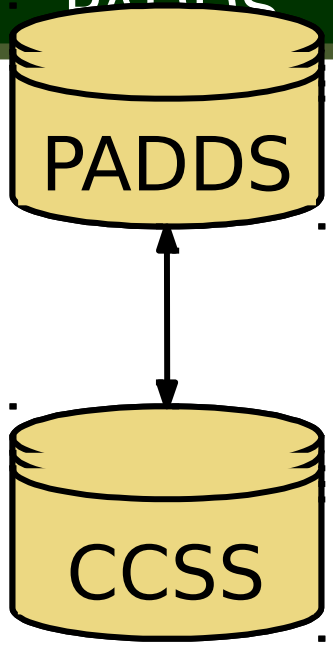


PS awards contract and sends contract data and purchase orders to AMCISS. AMCISS does not provide for service requisitions. These are done in alternative systems.

LMP

PADDS Current Environment

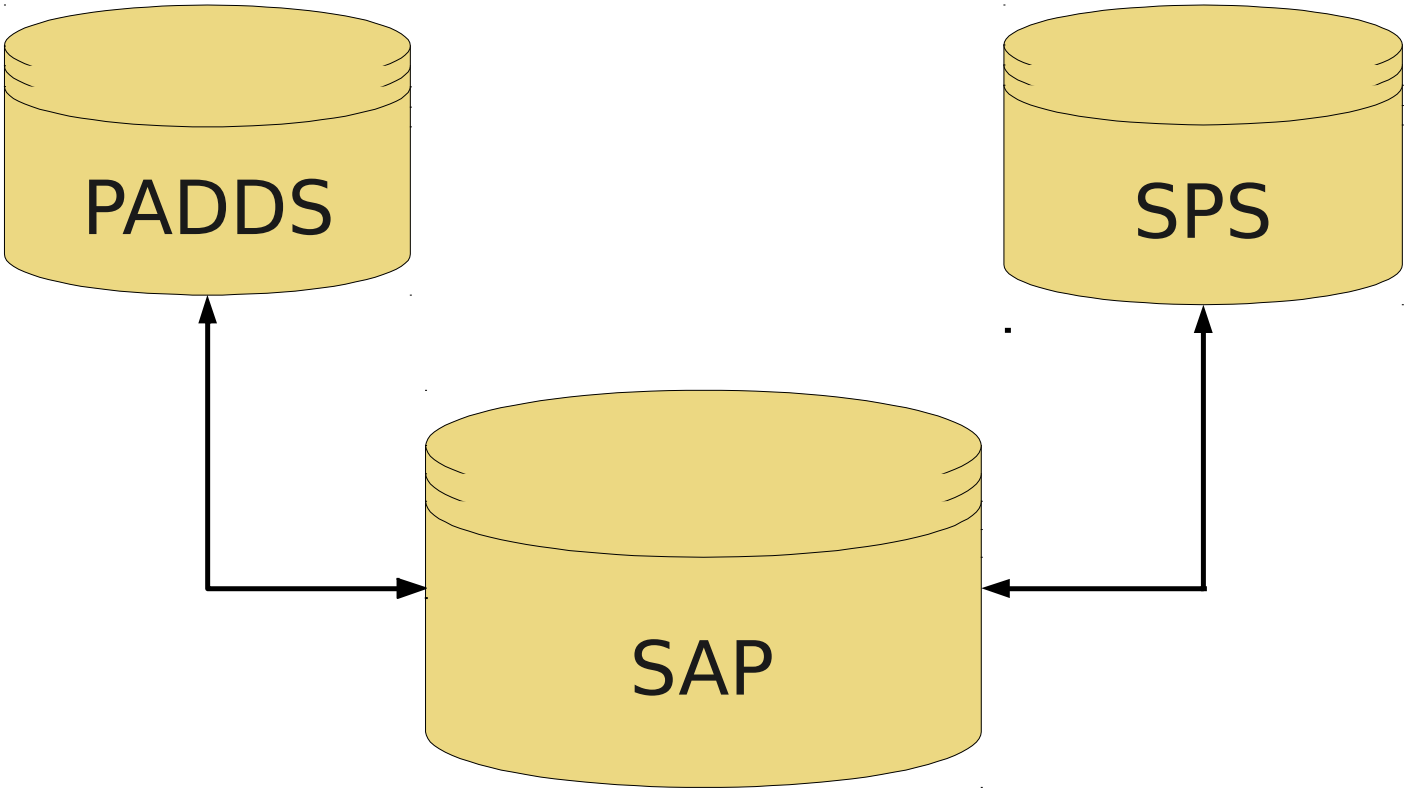
CCSS purchase requisitions are sent via interface to PADDS



PADDS awards contract and sends contract data and purchase orders to CCSS

LMP

What Will the New Environment Be?



SAP will replace AMCISS and CCSS acquisition functionality

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What Will the New Process Be?

- SAP will generate PRs.
- SAP will send PRs to SPS or PADDS.
- PADDS and SPS will continue to award contracts and generate POs to SAP.
- SAP will manage all contract data generated by PADDS and SPS that is currently managed by CCSS and AMCISS.

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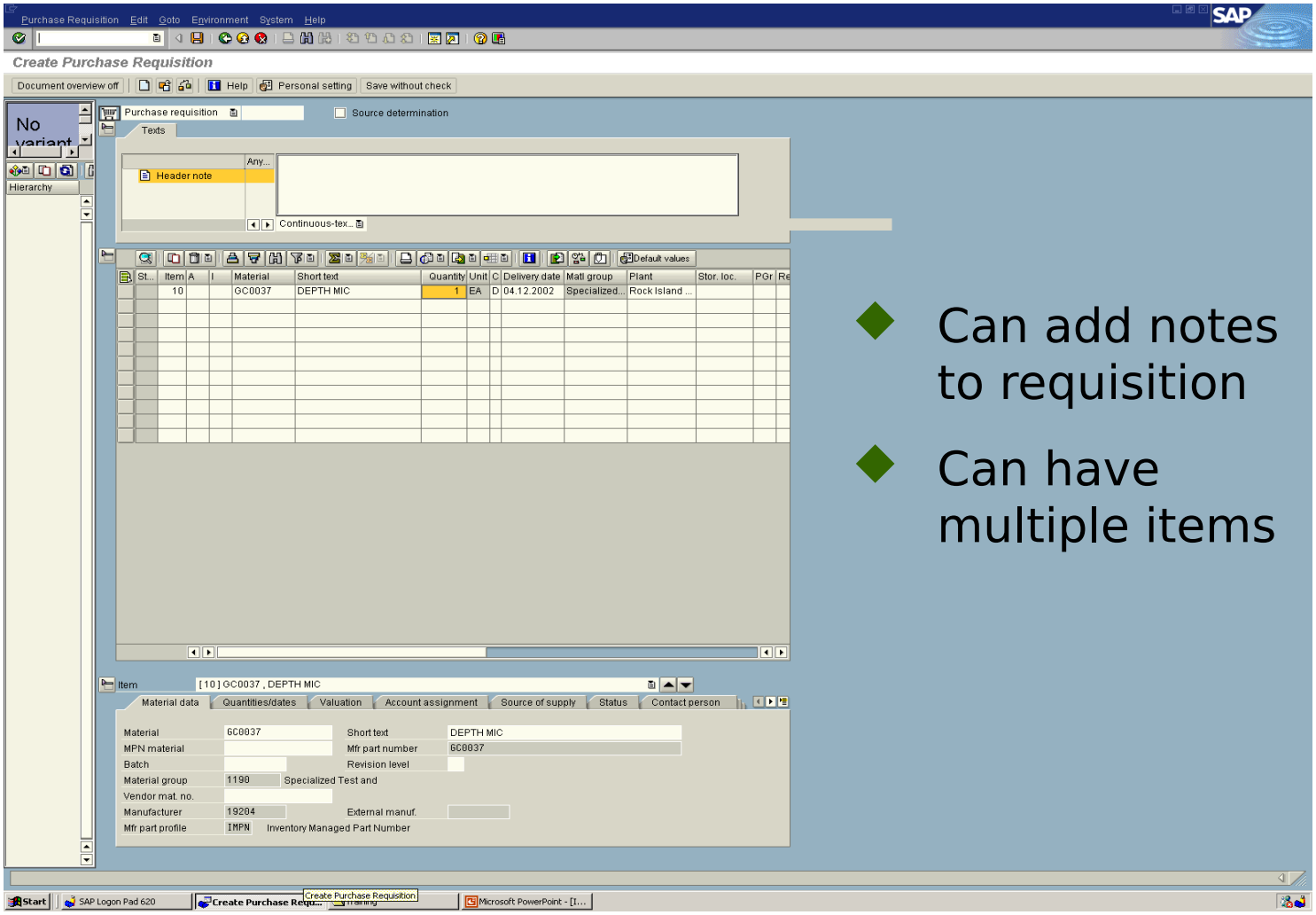
What Will the New Process Be? (Cont'd)

- SAP will handle acquisition of External Services not managed in AMCISS today.
- SAP will accommodate regulatory and statutory acquisitions report requirements currently delivered by CCSS and AMCISS.
- SAP will interface with MOCAS for all contract/ PO management activities currently performed by Legacy systems.
- SAP will provide for all AWCF funded purchases, as well as SOMARDS, direct site and customer-funded purchases.

LMP

Purchase Requisition Screen



- Can add notes to requisition
- Can have multiple items

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Logistics Modernization Program

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Thank You

Team CSC